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SELECTION CRITERIA I-3

Attachment 1

Working Group on SELECTION CRITERIA 12 December 1951

SELECTION CRITERIA FOR PARTICIPATION IN CIA CAREER SERVICE PROGRAM

1. INTRODUCTION

A basis for planning was agreed upon as suitable, feasible and desirable.

The bulk of CIA employees, both graded and ungraded, who have completed two years' satisfactory service, should immediately become eligible for participation in the Career Service Program.

2. RECOMMENDATION

A. CIA civilian employees satisfying the following requirements shall be eligible to participate in the Career Service Program:

- (1) Staff employee or staff agent status.
- (2) Not less than two years' continuous, satisfactory service.
- (3) High school graduate or equivalent as determined by his Office Board.
- (4) Security clearance certified by I&S Office.
- (5) Written agreement to make a career of employment with CIA, including willingness to serve in overseas CIA post for which by Agency determination qualified job-wise and physically.

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B. Eligibility to participate in the Career Service Program shall be determined only on the basis of the above-named requirements. It is to be noted particularly that:

- (1) No age limitations are set.
- (2) Civil Service Commission certification is not required.
- (3) No physical standards beyond those regularly used for Agency employment are required for participation in the Career Service

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Program and special physical examinations for this Program as distinct from normal employment are not contemplated.

3. DISCUSSION

A. Re Introduction

The planning basis laid down in INTRODUCTION stems from two major aims:

- (1) To banish from employees' minds the fear that the Career Service Program is a scheme for creating and nurturing an elite corps of a favored few.
- (2) To make the incentives and benefits of the Career Service Program available to the bulk of Agency employees who demonstrate potential and interest in long-term CIA employment.

The fundamental two-year limit for participation was selected because it sets a reasonable period (two years) at the end of which an employee knows whether or not he can plan on the benefits of a CIA career. A longer period was considered, but rejected because of the competing incentives of a wide variety of non-CIA jobs in Washington.

B. Re "Staff employee or staff agent status"

This stops the obviously inappropriate inclusion in the Career Service Program of contract, consultant, and special agent categories. It embraces those who work full time with no predictable short-term connection.

C. Re "Not less than two years' continuous, satisfactory service"

This tightens the basic two-year concept through the requirement of continuous service. It was agreed that this additional requirement was in Agency interest and would not impact unfavorably on persons genuinely interested in career development.

D. Re "High school graduate as minimum or passing an equivalent examination"

Comments on the originally proposed "Career Corps" have indicated fears that too great emphasis was placed on academic background as opposed to on-the-job success. Further, this working group's

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recommendations broaden the potential career corps group to include many lower GS ratings who will often not be college graduates but who nevertheless have the potential for a CIA career. Consequently, a college degree requirement was rejected. It was agreed, however, that with today's opportunities for a high school education or for acquiring its equivalent through experience, Agency interest demands this minimal standard.

E. Re "Security clearance certified by I&S"

This leaves control of security requirements with I&S.

F. Re "Written agreement to make a career of employment with CIA"

A successful career service program should build within the Agency an ever increasing body of employees with training, broad experience and education superior to those of most other government Agencies and Departments. There can be expected, therefore, a tendency to proselyte CIA careerists on the one hand and on the other a growing temptation for CIA careerists to accept a here-and-now promotion with another Agency to grades which CIA vacancies would not then permit. Therefore, this requirement is set: not as a legal preventive but as the only feasible measure, a moral binder.

G. Re "Written agreement to serve in [] overseas CIA posts for which by Agency determination qualified jobwise and physically."

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Again this is no legal binder since in the final analysis any employee may reject an Agency decision on [] overseas employment and resign. But it does seem reasonable to ask that an employee who wants a CIA career be willing, if qualified jobwise and physically, to serve away from Washington, D. C. for some periods. CIA can operate only by staffing a complex of world-wide areas. It must, therefore, make its career service incentives - such as advancement, tenure and retirement - strong enough to attract and hold many persons who want jobs that are not run-of-the-mine government chores in a tidy and secure niche cemented to a single geographical point. Other things equal, a persons so willing to serve is worth more to CIA and merits more from CIA. The "jobwise and physical" qualifications should operate to

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protect individuals from moves to assignments for which they are not suited, and the Agency from wasteful moving of its personnel.

4. COMMENT

It is emphasized that while the concept presented in this attachment insures that the bulk of CIA employees can participate in the Career Service Program, this participation is not a guarantee of immediate promotions or of ultimate grade levels for the various participants. Rather it means:

- (1) Codification of rights and benefits so that the employee knows where he stands and what he may reasonably plan for. These should include preferential advancement, tenure and retirement.
- (2) Increased opportunity for training - within and outside CIA.
- (3) Increased opportunity for rotation.
- (4) Increased opportunity for education - within and outside CIA.
- (5) Increased assurance that he will go as far as his ability justifies.